

# SCOPE OF WORK

## Lincoln Downtown Master Plan – Attachment A

Phase      Activities

<b>1</b>	<b>STARTING -- Downtown Resource Inventory and Assessment</b>
	<b>I.A Finalize Project Management and Oversight/Downtown Action Team</b>
	<b>I.B Establish Study Area</b>
	<b>I.C Review Background Materials/Inventory Resources and Assets</b>
	<b>I.D Identify Opportunities and Constraints</b>
	<b>I.E Workshop #1 -- Establish Objectives</b>

### **Task I.A – Finalize Project Management & Oversight/Establish Downtown Action Team**

#### ***Conduct Project Team Kickoff Meeting***

**Attendance:** Consultant team -- George Crandall, Don Arambula; Assistant Directors for the City-County Planning Department and the Urban Development Department; President of the DLA; other individuals recommended by the City.

**Action Items:** Discuss the communication protocol, project scope, intended results, and refine the contract, schedule and deliverables.

**Products:** Finalized work scope and project schedule, including benchmarks, task completion dates, public involvement/stakeholder meeting dates; ongoing reporting procedures and delivery protocol; contact list of Downtown Action Team that will include key public and private stakeholders along with selected staff members from the City and DLA.

### **Task I.B – Establish Study Area**

**Action Items:** Identify and refine the geographic boundaries of the “primary” and “secondary” planning areas.

**Products:** Map outlining primary and secondary downtown planning boundaries.

### **Task I.C – Review Background Materials/Inventory Resources and Assets**

**Action Items:** Obtain all relevant information from the City, including, but not limited to, base map information (including property lines, topography, building footprints, streets, parking lots, and existing vegetation); zoning and comprehensive plans; transportation and traffic studies; housing, demographic, retail and market studies; proposals for public and private development; and aerial photographs.

**Existing Conditions Technical Review.** The information gained through the following economic, market, transportation, and infrastructure technical analyses will be used in the creation and evaluation of alternative concepts during the Designing phase of the project.

## ***Building Stock, Streetscapes, Parks and Open Space, and Event Area Assessment***

**Action Items:** Review the existing building stock and land-use mix in the downtown area; assess the area's historic and architectural integrity and streetscape conditions, including the Haymarket area; inventory the existing park and open space areas and outdoor event locations; use the City's and County's available information and supplement this information with field review as needed.

## ***Existing Infrastructure/Utility Capacity Analysis***

**Action Items:** Inventory and assess the overall character and condition of the area's present and programmed infrastructure, including electrical, water, sanitary sewer, stormwater, streets, telecommunications, and Internet facilities; use existing data sources with field review as needed.

## ***Existing Transportation, Pedestrian and Other Conditions Review***

**Action Items:** Review the existing traffic volumes and flows, street materials conditions, street level of service, signalization, turning movements, street directionality, on- and off- street parking facilities, way-finding techniques, transit service levels, and pedestrian and bicycle circulation in the primary downtown area; use existing data sources with field review as needed.

## ***Market and Demographic Analysis and Financing Assessment***

**Action Items:** Prepare existing market trends analysis for housing, employment, retail, and entertainment conditions; include ongoing and projected investment in the downtown area; profile the demographic character of the downtown area using the recent U.S. Census data and other information available locally; assess existing financing and funding tools.

## ***Regulations and Codes***

**Action Items:** Gather and review the policies, regulations, codes and guidelines affecting uses and new and redevelopment construction in the downtown.

## ***Preliminary Meetings with Project Staff and Key Stakeholders***

**Action Items:** Conduct on-site reconnaissance of the downtown area (including the Haymarket area) and gain understanding of the key stakeholders' (businesses, public institutions, and other private organizations, the City, DLA, and other public agencies) objectives and key issues.

**Products:** (1) Base map of downtown area indicating existing land uses and transportation systems; (2) Economics and Market Analysis, Transportation, and Infrastructure/Utility Conditions Memoranda; (3) Summary memorandum of stakeholders' objectives and key issues.

## **Task I.D – Identify Opportunities and Constraints**

**Action Items:** Prepare graphic map(s) and brief summary memorandum describing the physical opportunities that should be built upon and the constraints or obstacles that need to be overcome. The opportunities and constraints analysis will include:

- Office and Service Development
- Retail
- Housing
- Entertainment and Culture
- Hotel Accommodations
- Government/Public Sector
- Education
- Convention Center/Multipurpose Center
- Parks and Open Space
- Streetscape Enhancement
- Utility and Public Infrastructure
- Telecommunications

**Products:** (1) Graphic maps for the primary downtown area that describe project opportunities and constraints. (2) A brief summary memorandum describing opportunities and constraints.

## **Task I.E – Workshop No. 1 - Establish Objectives**

**Action Items:** Conduct two-part meeting with the public and stakeholders. Part one will include an introduction of the team and an educational PowerPoint presentation on the fundamentals of downtown master planning and development with examples from projects similar to Lincoln's in physical setting and economic/demographic characteristics; present the project schedule; existing economic, market, transportation, traffic and utility conditions; and physical opportunities and constraints. Part two will include a workshop in which groups of five to eight people will discuss key issues and provide comments on individual ballot response sheets.

**Products:** (1) Summary memorandum of group and individual comments. (2) Summary of key issues in a checklist format. This checklist will be used as evaluation criteria for assessment of alternative concepts. (3) PowerPoint presentation on CD.

*\*Prior to each workshop, the consultant team will meet with the City, the DLA, and select stakeholders to review the PowerPoint presentation and proposed ballot response sheet that will be used at the workshop. Comments and suggestions will be incorporated into the presentation and ballot response sheet prior to the public workshop.*

Phase	Activities
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<b>2</b>	<b>DESIGNING – Downtown Future Alternative Analysis</b>
	<b>II.A Consolidate Key Development Components into Major Themes</b>
	<b>II.B Compare Themes with Prevailing Downtown Vision</b>
	<b>II.C Develop up to Three Alternative Concepts for the Downtown</b>
	<b>II.D Evaluate Alternative Concepts</b>
	<b>II.E Workshop #2 B Public Review of Alternatives</b>
	<b>II.F Refine One Preferred Alternative</b>
	<b>II.G Workshop #3 B Public Review of Refined Alternative</b>
	<b>II.H Prepare Final Master Plan Framework</b>

### **Task II.A – Consolidate Key Development Components into Major Themes**

**Action Items:** Use information gained in Phase 1 to develop realistic alternatives for future downtown development; examine the significant relationships of the key development components assessed in Phase I and their affect on each other’s potential; develop downtown themes that could be enhanced based on the strengths of the key development components, including an economic, cultural and tourism, entertainment, employment, retail, or housing focus.

**Product:** Summary memorandum of realistic themes for the downtown area based on complementary relationships of the key development components assessed in Phase I. These themes will not be prearranged or prejudged.

### **Task II.B – Compare Themes with Prevailing Downtown Vision**

**Action Items:** Compare themes identified in Task II.A with the DLA’s vision statement for downtown and identified characteristics that make up vision and the City’s Comprehensive Plan.

**Product:** Refined summary memorandum of realistic themes for the downtown area.

### **Task II.C – Develop up to Three Alternative Concepts for the Downtown Area.**

**Action Items:** Prepare a maximum of three “sketch level” concept alternatives for the downtown area (including the Haymarket area) with detailed land-use and circulation elements that respond to project goals and objectives identified in the Starting phase and the themes identified in Task II.B.

**Products:** Land use and circulation plans, sections, diagrams, and planimetric and perspective sketches; summary tables or graphs describing each alternative suitable for PowerPoint presentations.

## **Task II.D – Evaluate Alternative Concepts**

***Action Items:*** Complete an economic and transportation assessment of alternative concepts; provide economic assessment of residential, retail, cinema and entertainment, and office land use alternatives; provide transportation assessment of roadway, transit, pedestrian, and bicycle circulation alternatives.

***Products:*** Brief memorandum of attributes and concerns of alternative concepts.

## **Task II.E – Workshop No. 2 - Public Review of Alternatives**

***Action Items:*** Conduct two-part meeting. Part one will include: (1) a brief summary of Workshop No. 1 and review of the schedule and project objectives; (2) presentation on the alternative concepts, technical review, and response to project objectives for the downtown area (including the Haymarket area.) Part two will include a workshop in which groups will discuss, evaluate, and complete the individual ballot response sheets for the selection of a preferred alternative.

***Products:*** (1) Summary memorandum of all group and individual comments. (2) One-page summary of preferred alternative that will be refined. (3) PowerPoint presentation on CD.

## **Task II.F – Refine One Preferred Alternative**

***Action Items:*** Refine one preferred alternative for the downtown area (including the Haymarket area) based on input from Workshop No. 2.

***Products:*** (1) Refined land use and circulation plans, sections, sketches, or other drawings, illustrations, tables or graphs will be prepared to clarify the preferred alternative. (2) An evaluation of the preferred alternative in response to the goals and objectives will also be provided.

## **Task II.G – Workshop No. 3 - Public Review of Refined Alternative**

***Action Items:*** Conduct a two-part meeting. Part one will include: (1) a review of the schedule and a summary of the tabulated data, ballots, and written comments from Workshops 1 and 2; (2) presentation describing all framework components for the preferred alternative for the downtown area. Part two will include a workshop in which groups/individuals will discuss the preferred alternative, complete a final ballot response sheet and provide written comments for plan refinement.

***Products:*** (1) Summary memorandum of all group and individual comments. (2) One-page summary of the refined land use and transportation frameworks for the preferred alternative.

## **Task II.H – Prepare Downtown Master Plan Development Framework**

***Action Items:*** Prepare final Downtown Master Plan Development Framework based on the Starting and Designing phases and the ballot response sheets from the previous workshops. The plan will articulate an overall “Vision for Downtown Lincoln”, state

the intended planning and development goals, be constructed within the general principles contained in the City-County Comprehensive Plan and respect the mission and programs of the DLA. The plan may be organized by “activity districts” or subareas (such as the Haymarket) within the downtown and will identify interrelationships between the districts.

The plan will include: (a) a review of the plan’s purpose, goals, and objectives; (b) existing development features, resources, and liabilities, ©) historic features and preservation objectives; (d) a desired development outcome and fundamental concept diagram; (e) land use framework plans, including retail, office, entertainment, housing, and open space; (f) circulation frameworks, including pedestrian and vehicular circulation, parking areas, and transit access (as applicable); (g) transitional considerations; and (h) future capacity or intensity diagram.

***Products:*** (1) Final draft graphics, including plans, sections, diagrams, sketches, tables, graphs, and photographs that describe land use and circulation framework elements for downtown area; (2) Summary PowerPoint presentation on CD.

<b>3</b>	<b>IMPLEMENTATION B Downtown Master Plan Formulation</b> <b>III.A Prepare Implementation Program</b> <ul style="list-style-type: none"> <li>• Prepare Draft Implementation Program</li> <li>• Prepare Refined Implementation Program</li> <li>• Prepare Final Implementation Program</li> </ul> <b>III.B Prepare Design Guideline</b> <ul style="list-style-type: none"> <li>● Prepare Draft Design Guidelines</li> <li>● Prepare Refined Design Guidelines</li> <li>● Prepare Final Design Guidelines</li> </ul> <b>III.C Prepare Final Plan Documents</b> <b>III.D Public Presentation #4 B Final Plan</b>
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### **Task III.A – Prepare Implementation Program**

***Action Items:*** Prepare multi-year Implementation Program that identifies: (1) catalyst projects; (2) project costs and financial strategies; (3) implementation priorities; (4) implementation responsibilities and schedule; and (5) measures for success.

Outline potential financing mechanisms for proposed catalyst projects; explore the ability to use these mechanisms, including:

- Private sector financial resources
- Tax increment financing (TIF)
- Downtown business improvement district (BID)
- Revolving loan fund
- General fund
- Community development block grant funds
- Parking district funds
- Section 108
- Capital improvement program funds
- Other federal, state and local government programs

Identify any new relationships between existing public and/or private organizations that need to be established to implement elements of the plan; list timing and expected outcome.

- **Prepare Draft Implementation Program**

***Products:*** Draft graphic and written materials summarizing the catalyst projects, project costs, return-on-investment ratio analysis, and financial strategies, project priorities, responsibilities and schedule.

- **Prepare Refined Implementation Program.** Refine Implementation Program based upon input from the City and the DLA.

*Products:* Refined graphic and written materials summarizing the catalyst projects, project costs and financial strategies, project priorities, responsibilities and schedule.

- **Prepare Final Implementation Program.** Prepare final Implementation Program based on input from the City and the DLA.

*Products:* Final graphic and memorandum summarizing the catalyst projects, project costs and financial strategies, project priorities, responsibilities and schedule.

### **Task III.B – Prepare Design Guidelines**

*Action Items:* Prepare Design Guidelines, including descriptions and photographic examples of urban design elements to be used to evaluate development proposals throughout the study area. Write Design Guidelines in a format that supports and complements the City's land use regulations. Include landscaping/streetscape concepts, special district treatment (e.g. signage, materials), street lighting and special area lighting considerations, public safety attributes, and any additional information.

- **Prepare Draft Design Guidelines**

*Product:* One copy ready 8-1/2" by 11" or 8-1/2" by 14" draft document for review and comment by the City and the DLA.

- **Prepare Refined Design Guidelines.** Refine draft Design Guidelines based on input from the City and the DLA.

*Product:* One copy ready 8-1/2" by 11" or 8-1/2" by 14" refined draft document for review and comment by the City and the DLA.

- **Prepare Final Design Guidelines.** Prepare final design guidelines based on input from the City and the DLA.

*Product:* One copy ready 8-1/2" by 11" final draft document.

### **Task III.C – Prepare Final Plan Documents**

*Action Items:* Prepare final plan documents. The final Downtown Master Plan report will be an 8- to 12-page tabloid summarizing plan concepts and details. The easy-to-read tabloid will be inexpensive to print and suitable for wide distribution to the public and business communities.

*Downtown Master Plan Final Products:* (1) Project notebook of all materials and meeting summaries (one three-ring binder). (2) Summary CD of all materials and presentations. (3) Final Downtown Master Plan Report (copy ready tabloid).



### **Task III.D – Public Presentation No 4 – Final Plan**

*Action Items:* Assist in the final public review and adoption of the final Downtown Master Plan by the City of Lincoln and the DLA. This may include presentations to public and private decision-making bodies over a two-day period.

Conduct Public Presentation No. 4. Presentation will include: (1) review of the schedule and a summary of the tabulated data, ballots, and written comments from Workshops 1, 2, and 3; and (2) framework components for the final plan.

4	<p><b>SUPPLEMENTAL STUDY TASKS -- Downtown Future Alternative Analysis</b></p> <p><b>IV.A Develop Downtown Bicycle Facilities Plan</b></p> <ul style="list-style-type: none"> <li>■ Workshop #1a -- Establish Objectives</li> <li>■ Workshop #2a -- Develop and Review Alternatives</li> <li>■ Workshop #3a -- Develop and Review Draft Plan</li> </ul> <p><b>IV.B Develop Downtown Transit Services Plan</b></p> <ul style="list-style-type: none"> <li>■ Workshop #1b -- Establish Objectives</li> <li>■ Workshop #2b -- Develop and Review Alternatives</li> <li>■ Workshop #3b -- Develop and Review Draft Plan</li> </ul>
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As a part of the overall circulation framework for the Downtown Master Plan, the locations and character of the bicycle and shuttle facilities will be identified. During this Supplemental Study Task phase, the Crandall Arambula team will provide greater detail for the Downtown Bicycle Facilities Plan and Downtown Transit Services Plan (Shuttle). The bicycle framework will identify measures to increase bicycle ridership by maximizing access to bicycle related facilities, major destinations, and residential, employment, and retail centers. The Transit Services Plan will evaluate shuttle services provided by StarTran and suggest a shuttle service program. It may also investigate other transit modes such as streetcars or other fixed rail systems. The transit service should support and serve existing uses and proposed transit-oriented development identified in the downtown land use framework.

#### **Task IV. A – Develop Downtown Bicycle Facilities Plan**

**Action Item:** Develop Downtown Bicycle Facilities Plan based on Downtown Master Plan circulation framework that will include at least one north-south dedicated bike lane and one east-west dedicated bike lane; specify that these lanes be built within one year following the approval of the Downtown Bicycle Facilities Plan; employ the design practices and standards as outlined in manuals such as the American Association of State and Highway Transportation Officials (AASHTO) “Guide for the Development of Bicycle Facilities”, the “Manual for Uniform Traffic Control Devices” (MUTCD), and the relevant Americans with Disabilities (ADA) standards.

- ***Workshop No. 1a -- Establish Downtown Bicycle Facilities Plan Objectives.***

**Action Item:** Conduct two-part meeting. Part one will include: (1) introduction of the team; (2) presentation with an educational component on the fundamentals of downtown bicycle planning; (3) discussion of the bicycle facilities identified in the circulation framework of the Downtown Master Plan. Part two will include a workshop in which groups of five to eight people will discuss key issues and provide comments on individual ballot response sheets.

**Products:** (1) Summary memorandum of group and individual comments. (2) summary of plan objectives. This checklist will be used as evaluation criteria for assessment of alternative concepts. (3) PowerPoint presentation on CD.

- ***Workshop No. 2a -- Initial Evaluation and Public Review of Alternatives.***

**Action Item:** Conduct two-part meeting. Part one will include: (1) brief summary of Workshop No. 1a and review of the project objectives; (2) presentation on the Downtown Bicycle Facilities Plan alternative concepts. Part two will include a workshop in which groups will discuss, evaluate, and complete the individual ballot response sheets for the selection of a preferred alternative.

**Products:** (1) Summary memorandum of all group and individual comments. (2) One-page summary of preferred alternative that will be refined. (3) PowerPoint presentation on CD.

- ***Workshop No. 3a - Discuss Draft Final Bicycle Facilities Plan.***

**Action Item:** Conduct two-part meeting. Part one will include: (1) summary of the ballots and written comments from Workshops 1a and 2a; (2) presentation describing the preferred Downtown Bicycle Facilities Plan alternative, including implementation strategies, responsibilities and schedules. Part two will include a workshop during which groups/individuals will discuss the plan, complete a final ballot response sheet and provide written comments for plan refinement.

**Products:** (1) Summary memorandum of all group and individual comments. (2) Final Downtown Bicycle Facilities Plan, including an implementation action plan. (3) We will identify costs and phasing for inclusion in the City's Capital Improvement Plan.

## **Task IV. B – Develop Downtown Transit Services Plan (Shuttle)**

**Action Item:** Prepare a detailed feasibility study of the transit services identified in the circulation framework of the downtown plan; identify appropriate daytime and evening transit services that would serve anchor uses, such as major entertainment venues, the Haymarket area, Lied Center, and Pershing.

- ***Workshop No. 1b C Establish Downtown Shuttle Services Plan Objectives***

**Action Item:** Conduct two-part meeting. Part one will include: (1) introduction of the team; (2) educational presentation on the fundamentals of downtown transit shuttle services. The second part of the meeting will include a workshop in which groups will discuss key issues and project objectives and provide comments on individual ballot response sheets.

**Products:** (1) Summary memorandum of group and individual comments. (2) Summary of Plan Objectives. This checklist will be used as evaluation criteria for assessment of alternative plan concepts. (3) PowerPoint presentation on CD.

- ***Workshop No. 2b C Initial Evaluation and Public Review of Alternatives.***

***Action Item:*** Conduct two-part meeting. Part one will include (1) summary of Workshop No. 1b and review of the Downtown Shuttle Services Plan objectives; (2) PowerPoint presentation on the alternative concepts. Part two will include a workshop in which groups will discuss, evaluate, and complete the individual ballot response sheets for the selection of a preferred plan.

***Products:*** (1) Summary memorandum of all group and individual comments. (2) One-page summary of preferred plan that will be refined. (3) PowerPoint presentation on CD.

- ***Workshop No. 3b C Discuss Draft Final Transit Services Plan (Shuttle).***

***Action Item:*** Conduct two-part meeting. Part one will include: (1) summary of the ballots and written comments from Workshops 1b and 2b; (2) presentation describing the preferred Downtown Shuttle Services Plan. Part two will include a workshop during which groups/individuals will discuss the preferred plan, complete a final ballot response sheet and provide written comments for plan refinement.

***Products:*** (1) Summary memorandum of all group and individual comments. (2) Final Downtown Shuttle Services Plan. (3) We will identify costs and phasing for inclusion in the City's Capital Improvement Plan.

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*May 17, 2004 (6:52am)*